OPEN

2013–2014 Annual Report

CANADIAN MUSEUM FOR
HUMAN RIGHTS

Canada

About the Museum

A new era in human rights begins with the opening of the Canadian Museum for Human Rights (CMHR). By examining and celebrating stories from across Canada and around the world, the CMHR will stimulate thought, dialogue and action. Ultimately, the CMHR will create inspiring encounters with human rights.

Located in the heart of Canada, at the confluence of major rivers and historic cultures, the CMHR is a place of hope and optimism; a place that encourages people from all walks of life to connect with something much larger than themselves and to acknowledge that they have a direct stake in building a better world.

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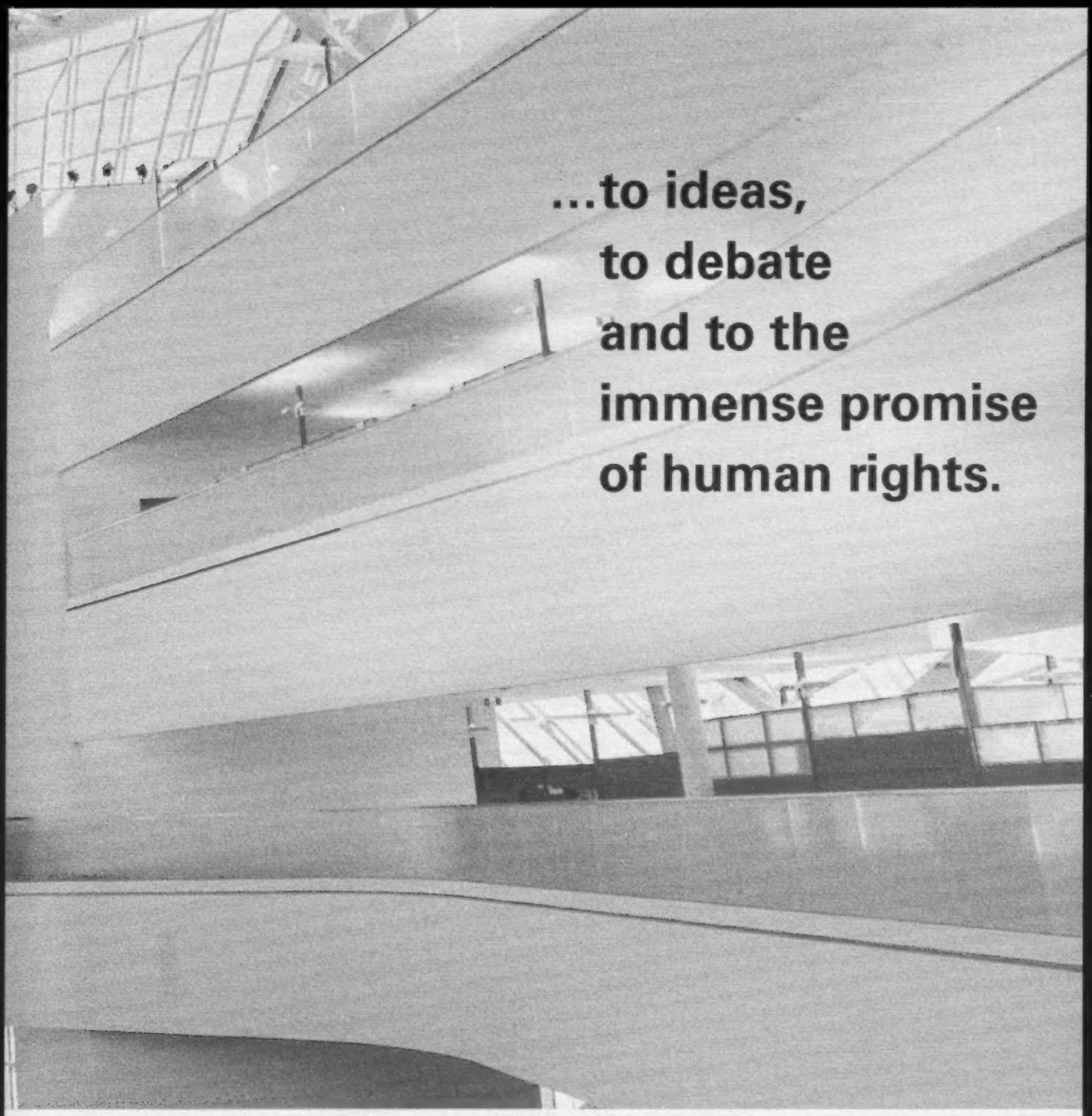

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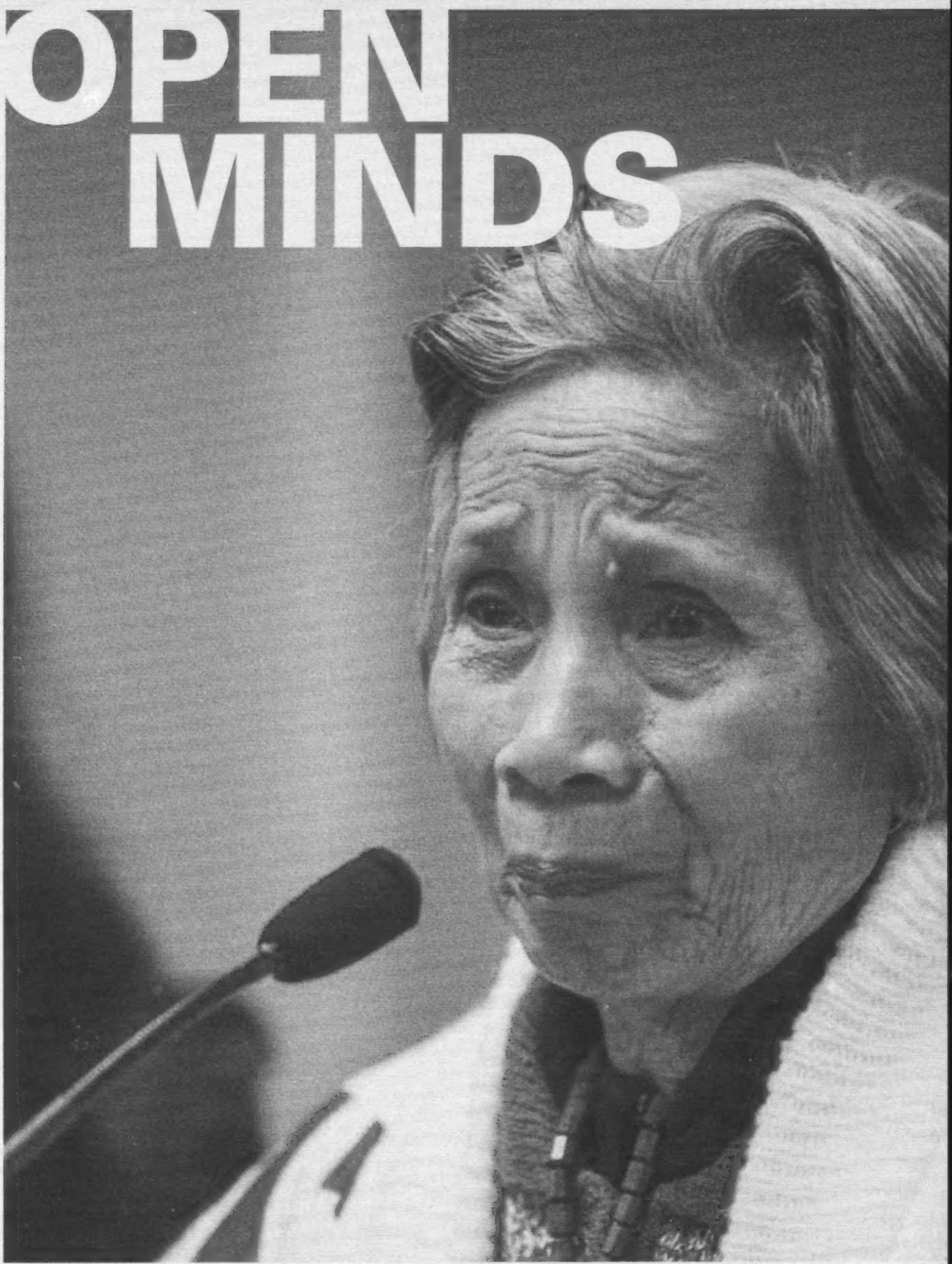
OPEN MINDS



During WWII, Japanese soldiers imprisoned tens of thousands of women in the countries they occupied and forced them to provide sexual services. In recent decades, more and more countries have recognized this wartime atrocity as a gross violation of human rights. In 1992, a Japanese leader offered the first public apology for the atrocity.

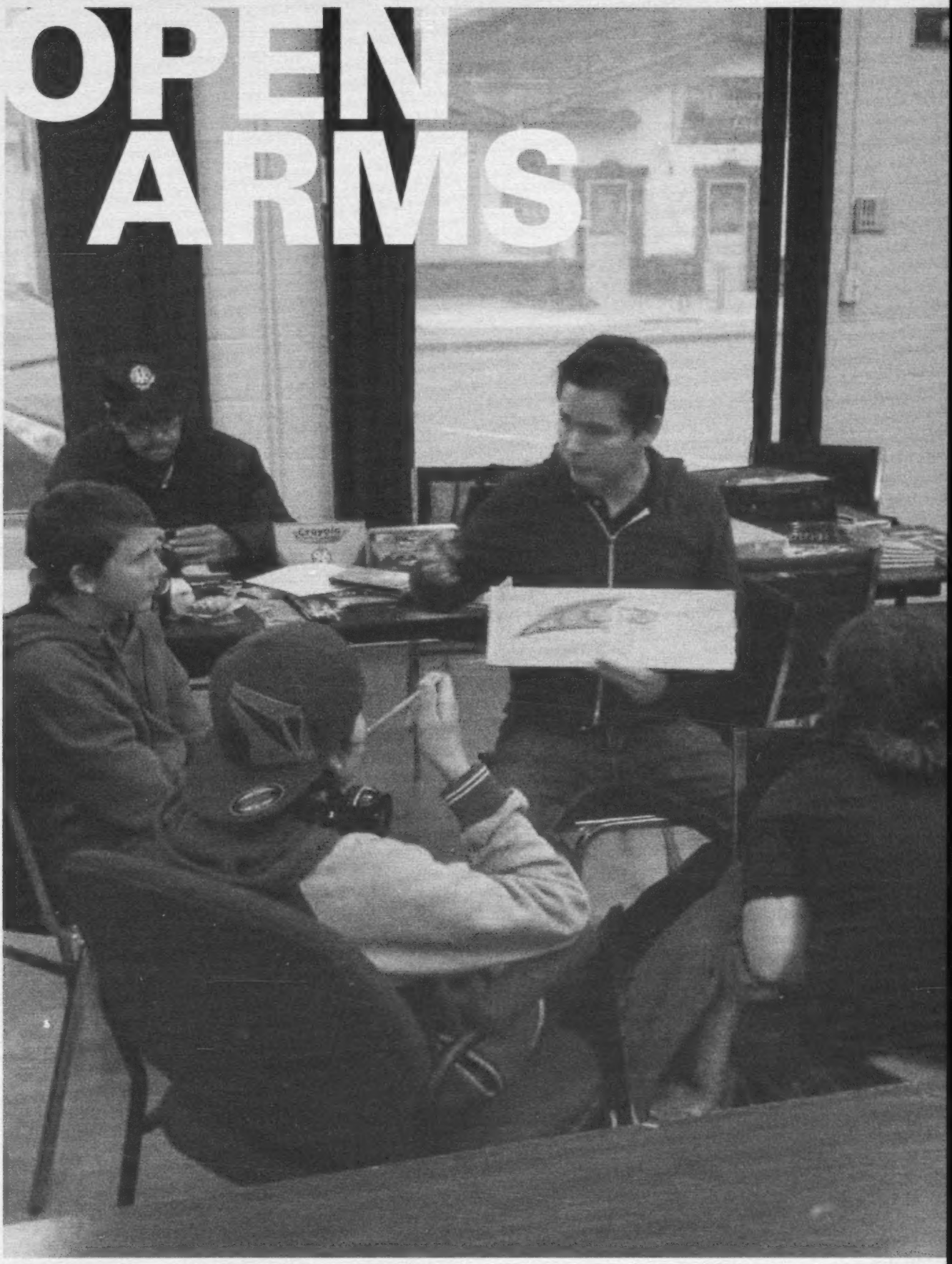
Inspire Change

Part of the underlying logic of the CMHR is that confronting ugly truths can be a powerful and effective way to inspire change. Although rarely easy, discussions about past and current controversies can lead to fresh perspectives.

In October 2013, the CMHR, together with the Toronto Association for Learning and the Preserving of History of WWII in Asia, and the Winnipeg Chinese and Community Cultural Centre, helped arrange a speaking tour in Winnipeg and Toronto by Lola Fidencia David. She was a child of 14 when Japanese soldiers occupied her village in the Philippines during WWII and forced her into sexual slavery. For decades, these enslaved girls and women were known as "comfort women" — an odious euphemism that understated the horrors inflicted upon victims and their families. The tour helped educate Canadians about both the atrocity itself and the ongoing problem of military sexual violence against women. Lola Fidencia's powerful testimony showed how breaking the silence surrounding historic abuses promotes the protection of human rights in the modern era.

◀ Lola Fidencia David shares some of her life story during an event in Winnipeg. She also spoke at events in Toronto.

OPEN ARMS



An Aboriginal youth during a workshop at the Indian and Métis Friendship Centre in Selkirk, Manitoba.

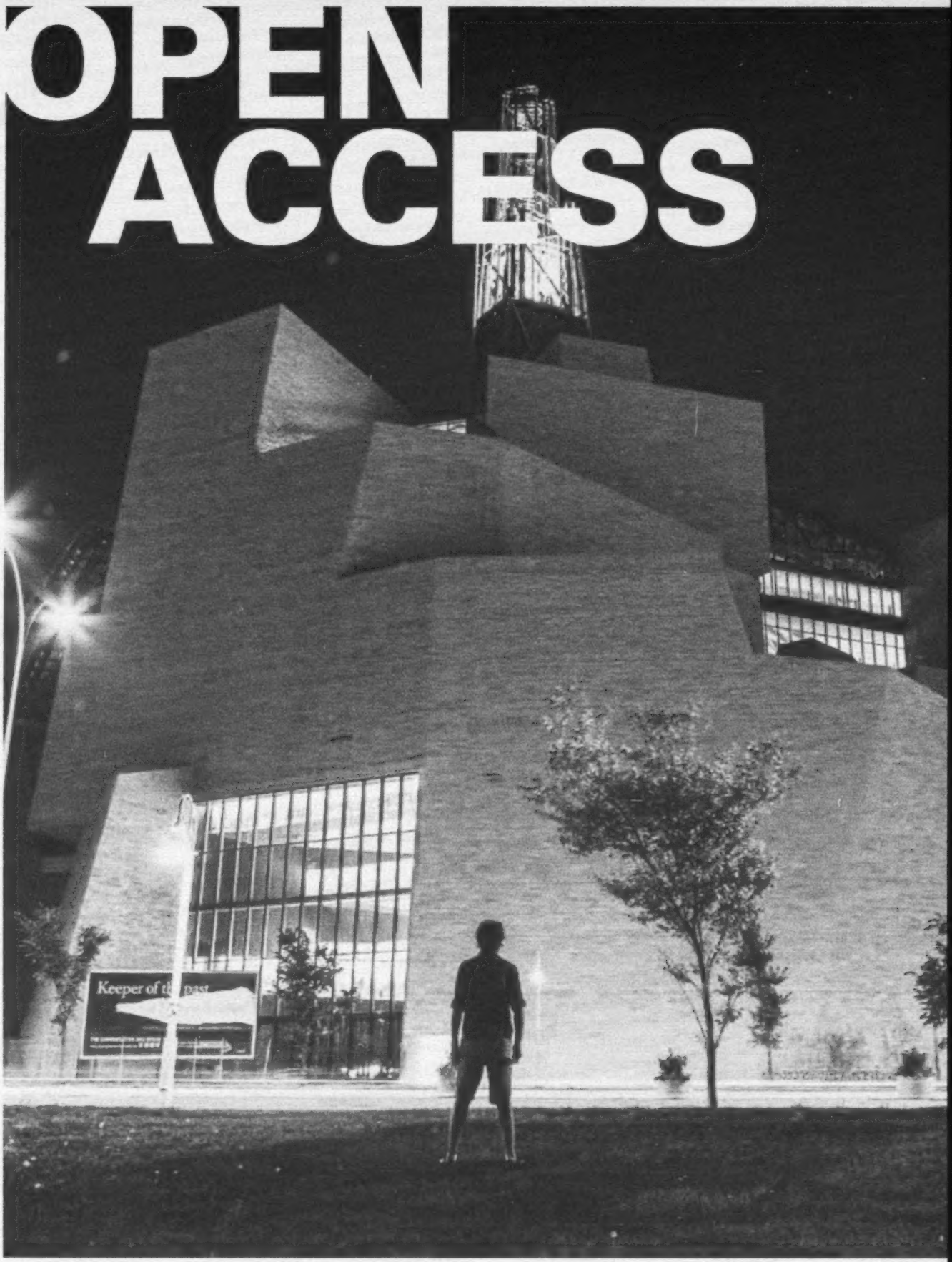
Embrace Truth

Equality and universality are fundamental to human rights, and the Museum recognizes its role in examining the barriers that divide people. By identifying and celebrating our common humanity, we can comprehend the damaging nature of exclusion and prejudice. The Museum is an agent of change, inspiring us to struggle for continuous improvement by affirming and protecting fundamental freedoms.

Central to the Museum's human rights narrative are the perspectives of Aboriginal peoples — such as a strong sense of responsibility and connection to community and the environment. In a unique project completed during the year, Aboriginal youth expressed their views on human rights, inspiring Aboriginal artists to create "spirit panels" for the Museum's Indigenous Perspectives gallery. Through projects and exhibits such as these, the Museum strives to encourage the kind of reflection and dialogue that can bring people together, inspired by the contemporary relevance of the human rights events of yesterday and today.

The Museum and the National Association of Friendship Centres cohosted a series of 13 workshops across Canada with First Nations, Métis and Inuit youth, Elders and artists to create content for the Indigenous Perspectives gallery.

OPEN ACCESS



The first phase of the CMHR's construction project included an archaeological excavation — the largest such effort in Manitoba's history. Preliminary analysis of the more than 400,000 artifacts recovered continues to reveal new details about the role the site likely played in the continent's history.

Uncover Facts

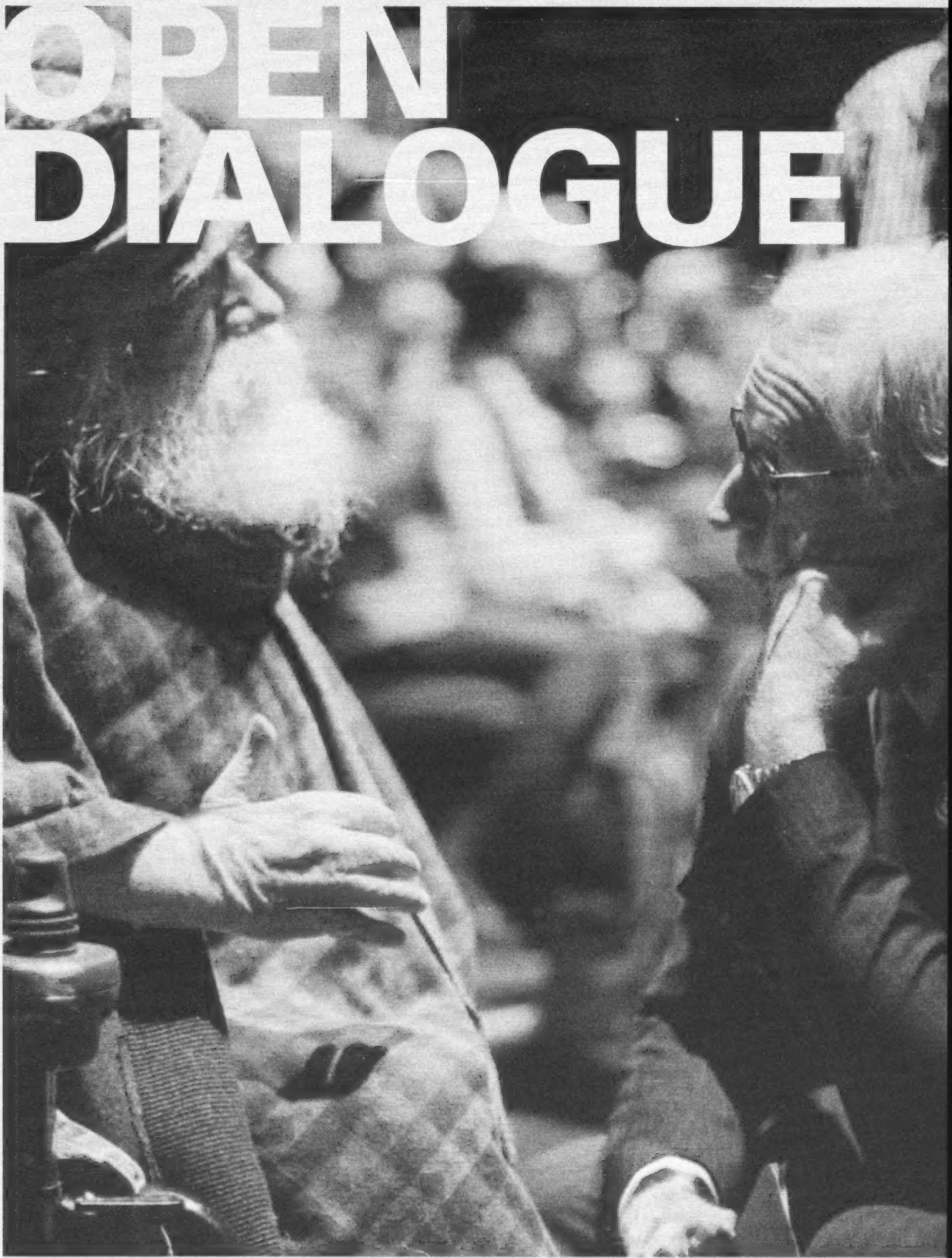
For millennia, Aboriginal peoples have gathered where the Museum now stands, an ancient meeting place, a National Historic Site of Canada known as The Forks. Prior to and during the Museum's construction, an archaeological dig and mitigation was conducted to preserve as much of the site's ancient past as possible. Among the rich trove of artifacts recovered from the Museum site are at least five previously unidentified types of ceramic pottery, along with agricultural implements and plant residues not previously found in the area.

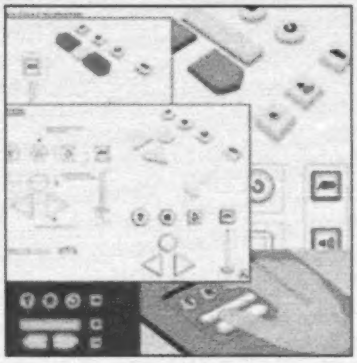
During the August 2013 event marking the release of the archaeological findings, Elder Clarence Nepinak shared Anishinaabe oral history describing a major peace or treaty meeting five to seven centuries ago at the site among up to 11 different First Nations. Most local archaeologists agree that such a meeting is consistent with the artifacts recovered on and near the CMHR site.

Every aspect of the CMHR project strives to honour, celebrate and continue this compelling history and exchange of ideas.

Once each hole was dug for the Museum's foundation in 2008, a medicine bag blessed by Anishinaabe Elders was placed at the bottom to honour Mother Earth.

OPEN DIALOGUE





The Museum commissioned the Inclusive Design Research Centre at OCAD University to create this universal keypad, which will assist visitors with limited mobility or motor skills in accessing digital content.

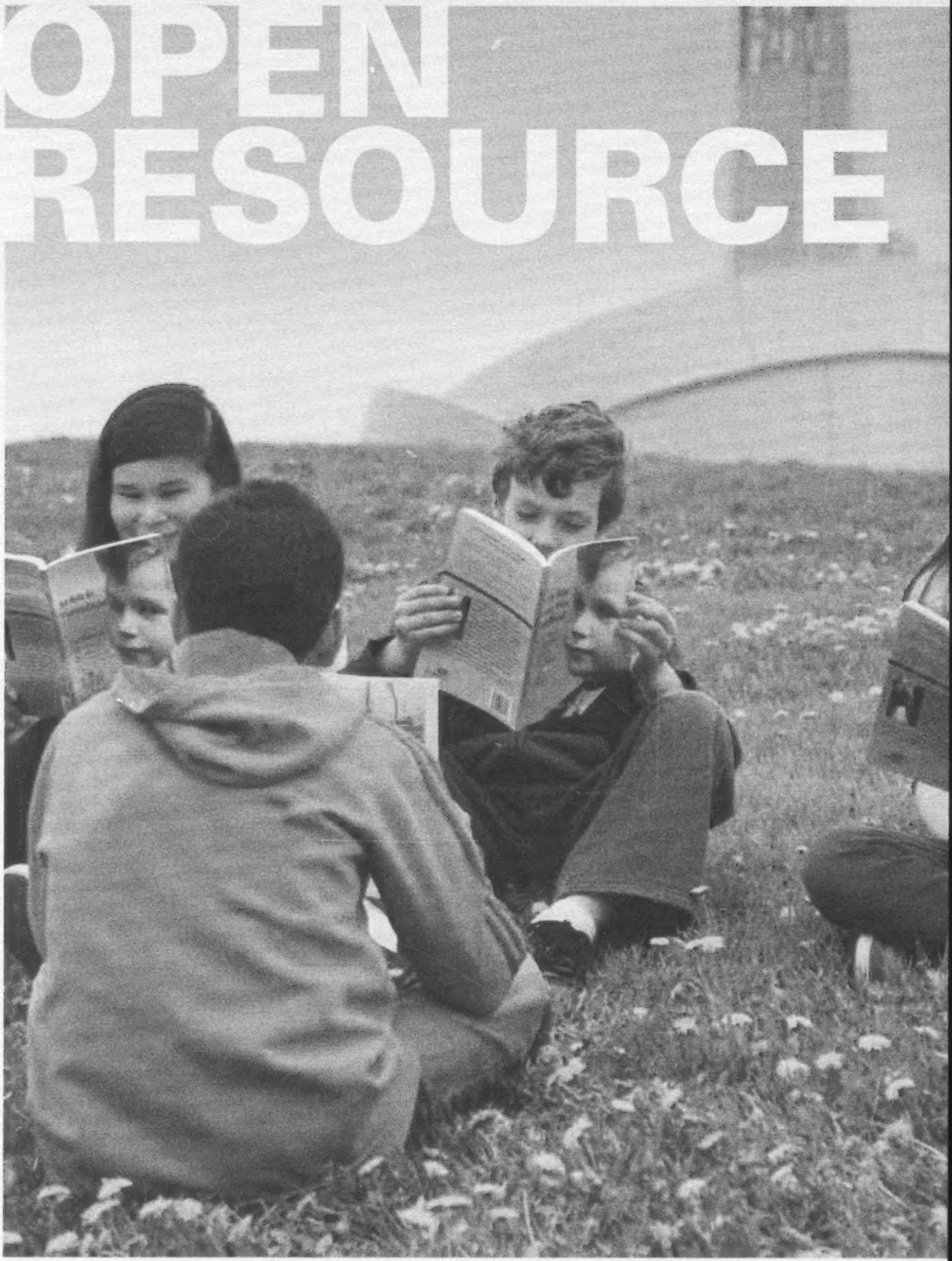
Overcome Barriers

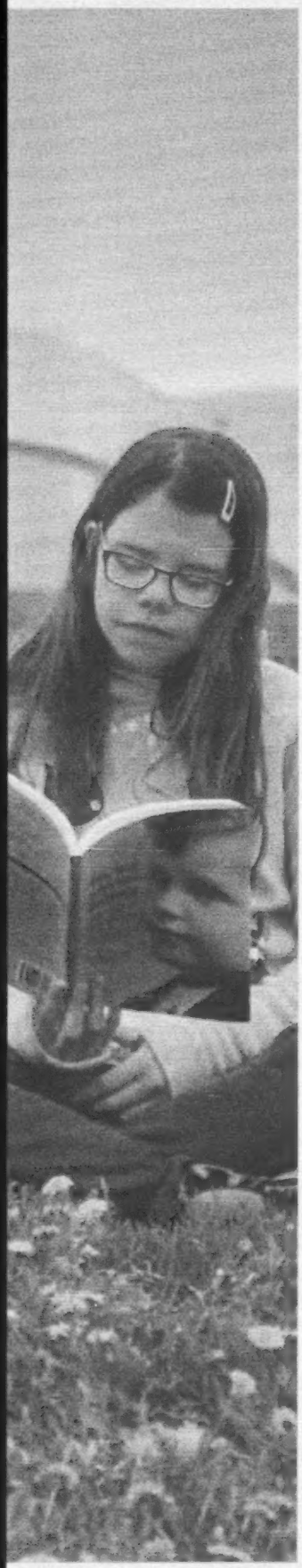
The concept of universality is fundamental to human rights: that everyone, regardless of ability, age or condition is entitled to equitable treatment, access and opportunity. This truth inspired the Museum to incorporate universal accessibility into virtually every aspect of its design and operations. The Museum's design sets a new global standard for accessibility and inclusion.

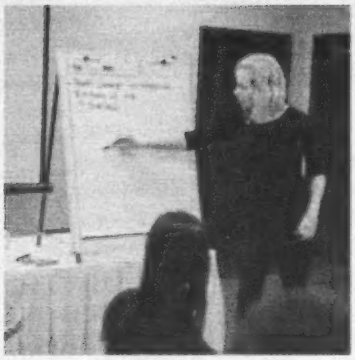
To achieve this goal, the Museum established an Inclusive Design Advisory Council (IDAC) — a group of eight people from across the country with a range of abilities, expertise and backgrounds. Over the past few years, IDAC members have met regularly to review and critique the Museum's proposed plans for everything from galleries, exhibits and wayfinding signage, to Web content and amenities such as ramps and washrooms.

President and CEO Stuart Murray meets with Jim Dersken, a member of the Museum's Inclusive Design Advisory Council.

OPEN RESOURCE







A partnership between the Museum and the University of Manitoba's Faculty of Education resulted in a learning program called "The Fourth R: Teaching and Leadership for Human Rights Education". This summer institute will provide training opportunities in teaching and learning about human rights issues.

Write New Chapters

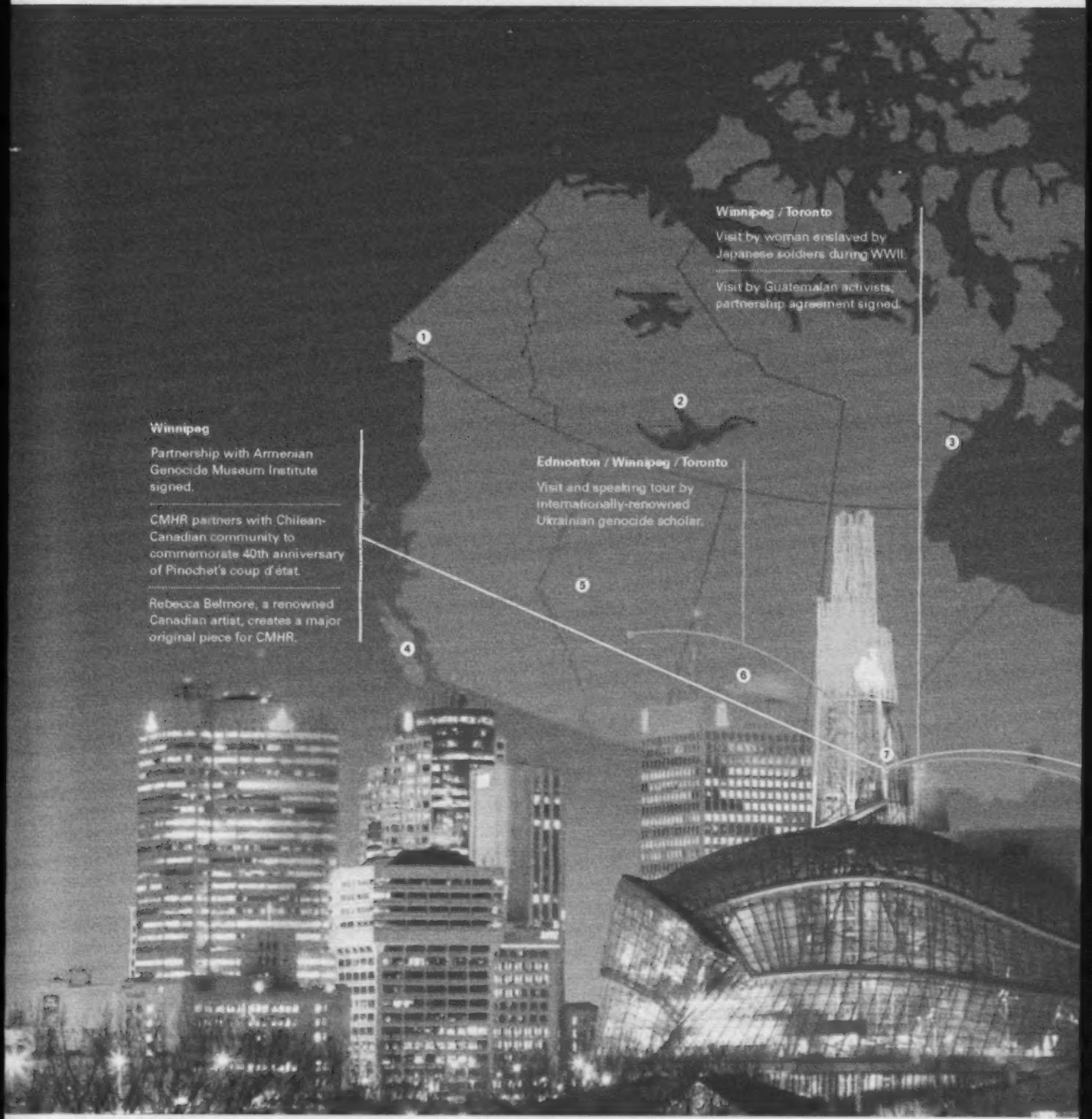
Education is at the heart of the Museum as the most powerful tool for the promotion of human rights. As part of its goal to become a national and international hub for human rights education, the Museum is determined to ensure that students, educators and scholars can access reliable and age-appropriate information and resources to deepen their understanding of human rights from diverse perspectives. Through a series of partnerships, the Museum will support human rights education nationally and internationally.

In October, the Museum concluded an agreement with Manitoba's provincial Department of Education — the only partnership of its kind. The agreement will see the parties share expertise and develop school-based human rights programs for students and teachers at both the elementary and secondary levels. Ultimately, the Museum aims to encourage people to think critically about human rights by engaging with innovative ideas, developing and challenging their own perspectives, and sharing their views and stories with others.

By working directly with educators, the Museum will develop age-appropriate resources to teach elementary- and secondary-school students to apply human rights learning to their day-to-day lives and resolve conflicts, embrace diversity and confront bullying and discrimination.

At a Glance

Some of the activities CMHR has been involved with prior to opening


Winnipeg / Toronto
Visit by woman enslaved by Japanese soldiers during WWII.
Visit by Guatemalan activists; partnership agreement signed.
Winnipeg
Partnership with Armenian Genocide Museum Institute signed.
CMHR partners with Chilean-Canadian community to commemorate 40th anniversary of Pinochet's coup d'état.
Rebecca Belmore, a renowned Canadian artist, creates a major original piece for CMHR.
Edmonton / Winnipeg / Toronto
Visit and speaking tour by internationally-renowned Ukrainian genocide scholar.
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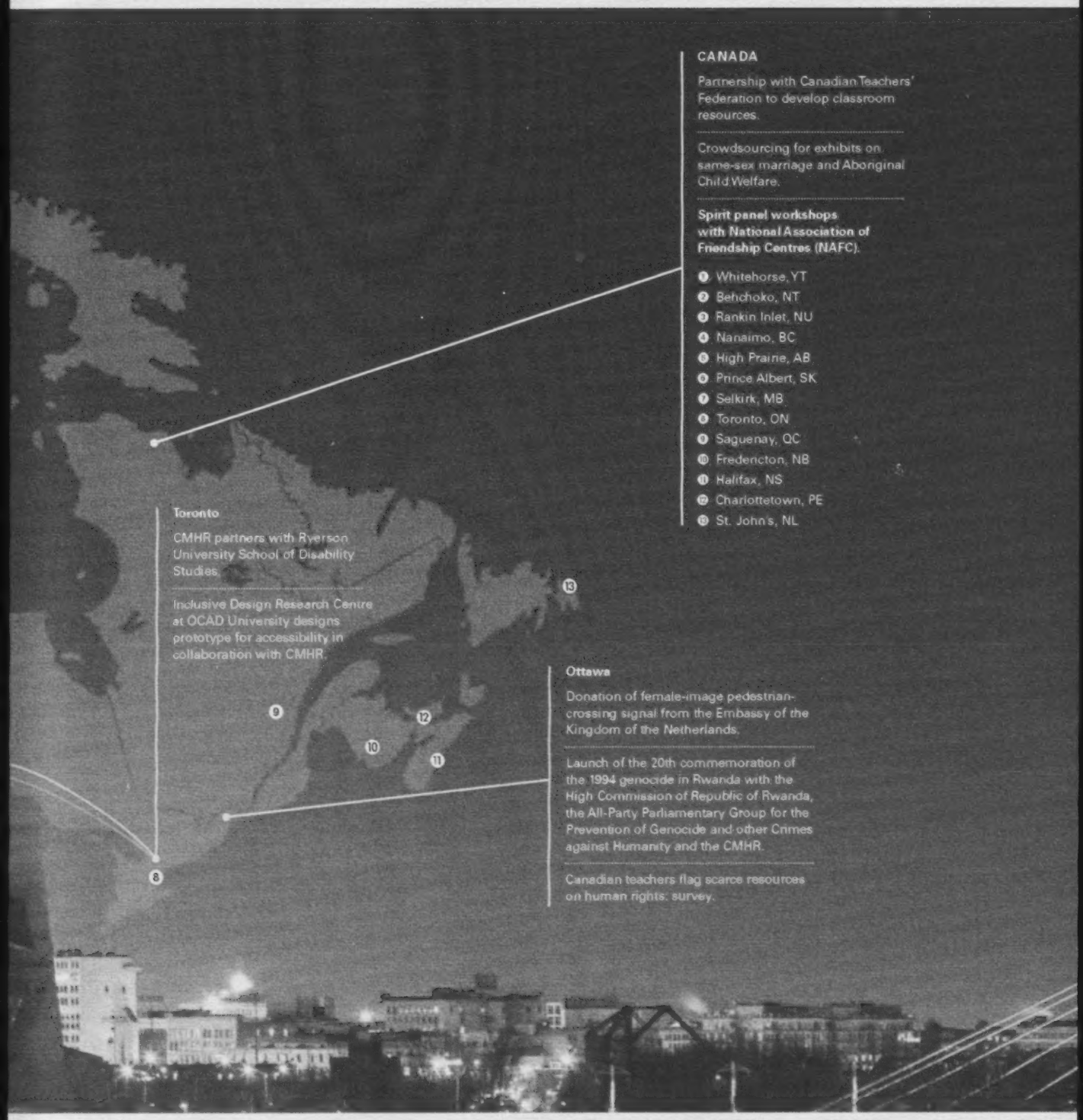

CANADA

Partnership with Canadian Teachers' Federation to develop classroom resources.

Crowdsourcing for exhibits on same-sex marriage and Aboriginal Child Welfare.

Spirit panel workshops with National Association of Friendship Centres (NAFC).

1. Whitehorse, YT
2. Behchoko, NT
3. Rankin Inlet, NU
4. Nanaimo, BC
5. High Prairie, AB
6. Prince Albert, SK
7. Selkirk, MB
8. Toronto, ON
9. Saguenay, QC
10. Fredericton, NB
11. Halifax, NS
12. Charlottetown, PE
13. St. John's, NL

Toronto

CMHR partners with Ryerson University School of Disability Studies.

Inclusive Design Research Centre at OCAD University designs prototype for accessibility in collaboration with CMHR.

Ottawa

Donation of female-image pedestrian-crossing signal from the Embassy of the Kingdom of the Netherlands.

Launch of the 20th commemoration of the 1994 genocide in Rwanda with the High Commission of Republic of Rwanda, the All-Party Parliamentary Group for the Prevention of Genocide and other Crimes against Humanity and the CMHR.

Canadian teachers flag scarce resources on human rights: survey.

Message from the Chair of the Board of Trustees

The Board of Trustees has continued to support The Canadian Museum of Human Rights (CMHR) as it takes this country's international leadership in human rights to the next level. During the past year, the Board helped the CMHR fulfill the priorities established in its Corporate Plan. Establishing an opening date and adhering to a strict project schedule demonstrated diligent management, for instance, while many educational accomplishments connected the CMHR with key domestic and international audiences.

The September 2014 opening of the CMHR will be a clear expression of Canadians' commitment to equality of opportunity and justice, both of which are fundamental to the concept of human rights. When the CMHR opens its doors to the public, it will usher in a new era in the way Canadians talk about, learn about and champion human rights.

From the moment visitors approach the main entrance, they will embark on a unique and transcendent journey. Every aspect of the visitor experience — from the Museum's location and striking architecture to its exhibits and programs — will relay a sense of inclusion, dignity and pride. The building sets new standards for universal accessibility and inclusive design. Each exhibit will foster a deeper understanding of, and an appreciation for, the evolution of human rights: how they have been recognized and ignored, protected and violated, celebrated and denigrated. Visitors will be challenged to think about human rights in a new way: to share their views and experiences; to discuss and debate ideas; and to inspire and engage their friends and families.

Canada's experience with human rights will be featured prominently at the Museum. Visitors will learn about the innumerable times we got it right as citizens and as a country, both at home and around the world: by speaking up when others stayed silent; by taking a stand not only for the rights of fellow Canadians, but also for the inherent rights of all people.

Visitors will also learn about Canada's shortcomings: about the times when we fell far short of an admittedly high bar. No country, of course, can boast a perfect record on human rights. Yet our efforts to address Canada's lapses represent a defining trait of our national character. Rather than allow the darker moments of our history to remain shrouded, Canada shines a light on them and seeks to correct past wrongs. In the process, we remind the world that great nations grow even stronger by acknowledging and learning from past mistakes.

The greatest promise of the Museum isn't simply to celebrate our rights as Canadian citizens, but also to inspire us to build on our proud legacy and further advance the rights of all. People across the globe consider Canada a beacon for human rights; the Museum shines this light a little brighter, enabling visitors to see deeper within themselves and their communities.

Eric Hughes,
Chair, Board of Trustees

INSIGHT

Message from the President & CEO

After years of planning, the CMHR began to deliver on its considerable promise during the past 12 months. With a series of accomplishments in the communities we serve, as well as at the Museum itself, we began to fulfill our bold, compelling and proactive mission.

The most exciting of the year's achievements involved connecting with visitors, educators and human rights groups. Fragile Freedoms, the series of lectures presented in collaboration with the University of Manitoba and broadcast on CBC Radio, for instance, represented a key accomplishment. The lectures elevated the Museum's profile and stimulated critical thinking. Hosting the series enabled us to welcome members of the public to some of our magnificent spaces for the first time. Hundreds of other first-time visitors took advantage of our free outdoor tours that explored the human rights stories linked to the historic and contemporary landscape around the Museum. And CMHR officials participated in dozens of events across Canada and around the world.

I am particularly proud of the year's educational accomplishments. In the words of human rights champion and honorary Canadian Nelson Mandela: "Education is the most powerful weapon you can use to change the world."

In the steady march of progress on human rights, teachers are essential partners. Our ongoing collaboration with the Canadian Teachers Federation, along with the survey we conducted with them, will increase access to the resources that can improve how human rights are taught at the primary and secondary levels. Many other partnerships, such as those with the University of Winnipeg, the University of Manitoba and with Manitoba Education and Advanced Learning (the province's department of education ministry), along with many international groups devoted to human rights education, will also help us achieve our larger goals.

As part of the transition from construction project to operational institution, the Museum filled many new staff positions, saw its first collective agreement ratified and launched a career-development initiative to prepare staff for future opportunities. Other highlights included the establishment of operations and staffing plans for visitor services, retail, food and beverage, and other revenue-generating activities. Museum staff also developed ticketing and admissions policies and infrastructure, and finalized membership and volunteer programs.

Another initiative that will benefit the Museum, along with visitors and partners, was launched in 2013. The CEOs of all six Crown Corporation Museums began to meet quarterly and explore opportunities to exchange operational and financial best practices. The possibilities are exciting: partnering on and sharing exhibits, for instance, and collaborating to reduce expenses and better promote our institutions as the natural, scientific, cultural and historic representatives of Canada.

Ultimately, the Museum must challenge assumptions and stereotypes, and open minds to new means of understanding. By creating and formalizing partnerships with a broad range of groups, the Museum can establish the common ground needed to address the uniquely human challenges that often seem so immeasurably daunting, yet are central to visions of a better world. Respect, protection and responsibility for human rights is hard to build, but easy to destroy.

In September 2014, one of the world's most advanced museums will fully open its doors to the world. It will feature a rich suite of interactive exhibits, along with tools for learning and conversation. A sophisticated Website — along with effective partnerships — will make much of our content available to everyone who cares about human rights. And a team of passionate people, dedicated to respect, integrity, service and excellence, will help create inspiring encounters with human rights. A bold and ambitious idea first conceived more than a decade ago will soon be realized and accessible to all.

Stuart A. Murray,
President and Chief Executive Officer

Corporate Governance

Mandate

The mandate of the Canadian Museum for Human Rights (CMHR) is: "To explore the subject of human rights, with special but not exclusive reference to Canada in order to enhance the public's understanding of human rights, to promote respect for others and to encourage reflection and dialogue."

The CMHR is a Crown corporation established by the *Museums Act*, governed by the control and accountability regime established under Part X of the *Financial Administration Act*. The Museum is required to comply with a range of provisions in other statutes, including the *Federal Accountability Act*; the *Access to Information Act*; the *Privacy Act*; the *Criminal Code of Canada*; the *Official Languages Act and Regulations*; and the *Canada Labour Code*.

Under the *Museums Act*, the CMHR is governed by a Board of Trustees whose nine members are appointed by the Minister of Canadian Heritage and Official Languages with the approval of the Governor in Council. The Board of Trustees is independent from Management and provides strategic direction and oversight to the Corporation. The Board reports to Parliament through the Minister of Canadian Heritage and Official Languages.

The roles and responsibilities of the Board of Trustees and its Committees are set out in the Museum's Bylaws and Terms of Reference. The *Museums Act* vests responsibility for the day-to-day management of the Museum in its Director as the CEO of the Corporation. Management is accountable for the day-to-day operations of the Museum, its long-term viability and the achievement of its objectives.

As the corporation has grown, the Museum has continued to strengthen the structure and operations of Board activities to improve organizational efficiency and accountability.

Guiding Principles

Core operations

The CMHR aspires to offer its visitors an inspiring encounter with human rights while exceeding Canadians' expectations for balance, transparency, sound business practices and meaningful public consultation.

Inspiring human rights reflection and dialogue

The Museum fosters an appreciation for the importance of human rights, spurs informed dialogue and invites participants to identify the contemporary relevance of past and present human rights events, both at home and abroad. The Museum exemplifies Canadians' commitment to freedom and democracy and aims to ignite an informed, ever-evolving global conversation.

Celebrating Canadians' commitment to human rights

The citizens of Canada are endowed with inherent human rights and responsibilities, codified over time in treaties, policies, laws and declarations. The CMHR provides a safe and engaging space to cultivate respect, gratitude, understanding and ongoing improvement of this human rights inheritance. The Museum connects its visitors with opportunities to explore the global development of human rights concepts and Canada's important role within it.

Meaningful encounters between architecture and human rights

The CMHR is purposefully situated at a historic junction where two rivers meet, an important meeting place and starting point for new journeys for more than 6,000 years. The Museum honours this tradition by inviting guests to participate in a human rights journey of their own, in a building significant for its architectural symbolism of human rights advancement.

Dynamic and accessible human rights content

The Museum aims to deliver an immersive, interactive and memorable experience for visitors of every background, age and level of ability. All participants will have access to a fully reinvented museum experience that reflects a design approach that sets new Canadian and world standards for inclusion and universal accessibility.

A credible and balanced learning resource

As a global human rights learning resource, the Museum bears a responsibility to ensure the accuracy, integrity and credibility of its research and collected knowledge. The Museum strives to serve as a trusted international source for human rights learning, at all times encouraging critical engagement with museum scholarship and content.

Values

Our shared core values of respect, integrity, service and excellence drive the behaviour expected of every employee and volunteer in the CMHR workplace.

Respect: to value all people and bring trust to every relationship.

Integrity: to do the right thing and demonstrate a commitment to ethical behavior.

Service: to assist freely and with enthusiasm; to provide the highest degree of quality and safety.

Excellence: to strive for quality results and celebrate success.

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(As of March 2014)

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Not pictured

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31-May-2012 – 30-May-2016

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Inaugural Committee
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President and Chief Executive Officer (CEO)
Stuart A. Murray

Chief Operating Officer (COO)
Gail Stephens, FCGA, ICD.D

Chief Financial Officer (CFO)
Susanne Robertson, C.A.

The Museum welcomed the leadership of Gail Stephens to the position of Chief Operating Officer in August 2013.

Year in Review

1. Newly-discovered Guatemalan police records fill dozens of rooms in five buildings at an active police compound in Guatemala City. (Photo Courtesy National Security Archives, © Daniel Hernández-Salazar).
2. Forensic investigators at Fundacion de Antropologia Forense de Guatemala examine human remains from a mass grave, February 2013.
3. Agreement signed to raise awareness of the Armenian Genocide and break the silence on human rights violations.

Inspiring dialogue and reflection

A central goal of the CMHR is to raise awareness of human rights events in ways that stimulate dialogue about, and encourage reflection upon, their enduring significance. Given the universal nature of human rights, the CMHR examines events based in a wide range of countries.

After CMHR representatives visited Guatemala in early 2013, the Museum organized a speaking tour by human rights defenders from that country, with events in Winnipeg and Toronto. During Guatemala's 36-year civil war, tens of thousands of citizens were kidnapped and murdered. Domestic and international human rights defenders continue to push for information about the "disappeared" and for justice. Attacks against human rights defenders in Guatemala remain common.

One of the speakers for the June tour, Julio Solórzano Foppa, is the son of two of the disappeared: a reformist president and a popular poet. Foppa is part of a network of human rights defenders in Guatemala. During the tour, two representatives of the network signed an agreement with the CMHR to share information, expertise and materials for exhibits, and to promote academic cooperation.

One of the network's goals is to build a memorial and museum on a site that housed the national police's former archives. The archives, discovered in an abandoned building in 2005, document some of the gross violations of human rights ordered by the state. Transforming the site into a public space is intended to promote peace and reconciliation, crucial in a country that remains highly polarized, rife with racism and among the most violent in the world.

A second partnership agreement, with the Armenian Genocide Museum Institute of the National Academy of Sciences, will facilitate collaboration for the promotion of human rights through joint projects and education. The signatories will share exhibit materials and

"To move forward, we need reconciliation based on acknowledging the truth," said Foppa. "Our partnership with the CMHR is a step towards those goals."

expertise to advance the academic study of human rights and reconciliation. A Manitoba man whose father survived the Armenian genocide and immigrated to Canada spoke at the signing event held in Winnipeg in November 2013. The International Institute for Genocide and Human Rights Studies, a Canadian organization devoted to research and scholarship, facilitated the agreement and will provide ongoing liaison.

Leadership in human rights

Canada is a recognized international leader in human rights; several countries have incorporated elements of our Charter of Rights and Freedoms in their constitutional reforms, for instance. Two CMHR initiatives of the past year helped build on this reputation by leveraging modern technologies to directly engage citizens in the creation of exhibits that focus on specific aspects of this Canada's human-rights record.

Crowdsourcing — using the Internet and other media to appeal for help with a particular goal — enabled the CMHR to gather materials for an exhibit on same-sex marriage. In March, the CMHR appealed to same-sex couples for wedding photos and stories. The Museum quickly received more than 300 photographs from across Canada — more than three times the original goal — a clear demonstration of the public's interest in participating in a topical issue that continues to make news around the world. The photos, dating as far back as 1979, depict a variety of cultural ceremonies, including Métis, Hindu, Thai, Vietnamese, Jewish and Christian celebrations. Many couples also shared their personal stories of pride in their relationships and quest for acceptance.

The Museum will portray the struggle for rights among people of all sexual orientations and gender identities in many ways and in many galleries. Same-sex marriage, for instance, will be featured in an exhibit within the Museum's largest gallery.

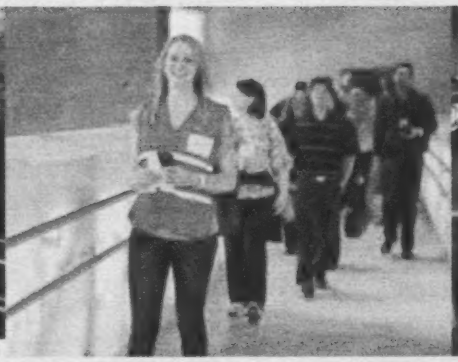
The CMHR also used crowdsourcing to solicit materials to explore another Canadian human rights issue: Aboriginal child welfare. For many decades, Aboriginal children have been removed from their families. Through the child welfare system, they have been placed in foster homes or put up for adoption. Approximately 20,000 children were legally removed from their family homes in this way; most went to non-Aboriginal families. This important story will be told in an exhibit on Indian Residential Schools and the Sixties Scoop in Canada, to illustrate the pervasive and intergenerational effects of assimilationist policies on Aboriginal families.

Jac-Lynn Wasyliw, contracted by CMHR to help collect materials for the exhibit, contributed some of her own photographs as a survivor herself of the Aboriginal child welfare system:

1 In response to the Museum's call for materials for an exhibit on same-sex marriage, Sue Senior and Dawn Charlton shared this photograph of their wedding ceremony. (Photo: Anne Edgar Photography).

2 Rebecca Belmore works with Red River Valley clay gumbo to create beads for her original artwork *Trace*. The finished piece will be displayed on an enormous 74-square-metre wall in the Indigenous Perspectives gallery. (Photo: Dan Harper / CMHR).

3 Professor John Borrows' lecture in the Bonnie and John Buhler Hall, as part of the Fragile Freedoms Lecture series, February 17, 2014. (Photo: Jeremy Williams / CMHR).



4_ Eric Hughes, Chair of the CMHR Board of Trustees, describes the year's accomplishments during the annual public meeting held in December.

5_ Community Foundations of Canada 2013 Conference. More than 600 Canadian and international leaders from the foundation and philanthropic sector toured the Museum.

6_ Participants of the 2013 Ministerial Conference on the Canadian Francophonie during a tour of the Museum.

"Visibility is an important concept for those of us who went through the system, whose childhood and cultural identity often disappeared as a result of these policies. My photographs speak to the need to be visible and acknowledged, which I hope will help relay important human-rights lessons."

An agent of progress

Every aspect of the CMHR — from its location at the historic juncture of two rivers where Aboriginal peoples met for millennia, to the building's iconic architecture and accessibility features — speaks to the importance of human rights. With construction of the building complete and work on assembling exhibitions underway, the CMHR began to host a number of events.

As a venue for "Fragile Freedoms," a series of lectures featuring human rights thinkers of international distinction, the CMHR welcomed members of the public inside the new building for the first time. Organized by the University of Manitoba and broadcast nationally on CBC Radio's "Ideas" program, the eight-part series began in September. Luminaries such as A. C. Grayling, Martha Nussbaum, Kwame Anthony Appiah and Baroness Helena Kennedy engaged and challenged audiences on various aspects of human rights. The lectures, and the collaboration that made them possible, solidifies the CMHR, the University of Manitoba and the city of Winnipeg as important centres of fresh thinking, discussion and debate on human rights and global justice.

From May to October, the CMHR also provided free outdoor tours, in English and French, to explore the human rights stories linked to the building's surroundings. One tour targeted families and focused on the right to food and included hands-on activities. The second tour examined elements of the building's architecture and national human rights stories that took place in the City of Winnipeg.

A centre for learning

Education is central to both the CMHR's mandate and the advancement of human rights. To maximize its value as an educational resource, the CMHR must continually establish and expand relationships not only with schools, school boards and education ministries, but also with individual teachers, trustees, students and education leaders. The CMHR made significant progress on this goal during the past year.

1_ All year long, Youth Advisory Committee members provided advice and feedback on the Museum's plans for youth engagement, visitor experience, educational programming and other topics.

2_ Aboriginal youth from every province and territory in Canada contributed their human rights visions to artistic "spirit panels" being created for the Museum's Indigenous Perspectives gallery.

A partnership with the Canadian Teachers' Federation (CTF), an organization with more than 200,000 members, helped establish a benchmark for teaching human rights at Canada's elementary and secondary schools. The partners conducted a national survey of teachers and attracted more than 2,500 responses. In May, the survey results were announced during an event at a Winnipeg elementary school.

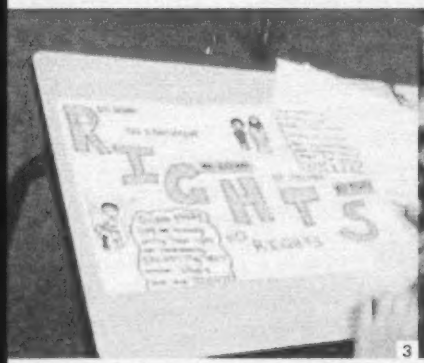
The primary finding was that instruction about human rights could benefit from increased access to appropriate tools, resources and training. While more than 90 per cent of the teachers who responded were committed to human rights instruction, nearly half of all respondents, especially those working with younger students, reported that they would appreciate additional resources and professional-development opportunities.

The CMHR is determined to help fill these gaps by developing and sharing relevant, practical resources in collaboration with educators at all levels. As a first step, the CMHR will work with the CTF to create Canada's first human rights toolkit for teachers: a searchable database of reliable educational resources. The two organizations will also join with other partners, including the Assembly of First Nations, Inuit Tapiriit Kanatami and the Robert F. Kennedy Center for Justice and Human Rights, to develop a resource for teachers about Canada's human rights defenders.

The CMHR also established a partnership with Rotary International District 5550 that will see groups of high-school students from across Canada and around the world spend several days at the Museum during week-long visits to Winnipeg. The initiative, set to begin in 2015, is part of the larger *World Peace Partners* collaboration that also involves the Canadian Mennonite University, the University of Winnipeg, the University of Manitoba and Université St. Boniface.

"It's important for students to understand that there are no simple answers, but we can make a difference by taking a stand for what we believe in. Teachers need resources to help them deliver human-rights lessons in meaningful ways."

Gordon Campbell
Principal, École St. Avila, Winnipeg



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3_Student artwork displayed during a press conference at École St. Avila in the Pembina Trails School Division, Winnipeg, May 2013.

4_Students from École St. Avila explain how human rights affects their own lives.

5_In the Museum, disability will not be treated as a special condition, but as an ordinary part of life that affects us all.

Accessible, meaningful content

Predicated on the inherent value of human rights, the Museum must itself demonstrate an ongoing commitment to equality of opportunity and access. From the earliest stages of planning, the Museum has honoured this commitment by adopting a methodology that incorporates universal accessibility into its core business model and operating practices. Several formal and informal partnerships established and expanded during the past year also helped the CMHR honour this commitment. The CMHR's Inclusive Design Advisory Council provided valuable feedback on proposed exhibits, for instance. And the memorandum of understanding with the Inclusive Design Research Centre at OCAD University continued to yield results, in the form of highly accessible interface and input devices for touch-screen and kiosk-based exhibits.

The CMHR also created a national testing group — a group of Canadians who use adaptive technologies to access electronic information — that will review all digital content before exhibits open. The CMHR also partnered with outside groups to develop American Sign Language (ASL) and *langue des signes québécoise* (LSQ) versions of exhibit materials. Sina Bharam, founder of Prime Access Consulting, has helped the Museum design accessible software.

The CMHR also continued to adopt policies that foster an inclusive, respectful workplace. A handful of employees were selected to act as peer advisors, for instance, and trained to assist colleagues who experience workplace conflicts. Managers received advanced training, known as Coaching for Resolution. The CMHR established an Inclusive Workplace Advisory Committee — a group of external experts and internal advisors — to provide direction on training initiatives and on strategies to attract employees from a broad range of communities. These initiatives continued to generate results, providing further evidence that the CMHR is on target to achieve its employment-equity goals.

"The Museum's bold, new approach is an amazing opportunity for accessibility to permeate all aspects of design right from the beginning — as opposed to taking it on later. The timing is perfect because the technology now exists to take accessibility to a new level that was not possible before."

Jutta Treviranus
Director, Inclusive Design Research Centre

Management Discussion and Analysis

The Canadian Museum for Human Rights (CMHR), established as a Crown corporation in 2008, aims to deliver inspiring encounters with human rights, to promote respect for others and to encourage reflection and dialogue.

The Corporation provides a sound financial and operational foundation to support this vital work. In implementing its mandate, the Corporation embraces best practices via a management culture that promotes continual improvement and full accountability to Parliament and Canadians.

Strategic Direction

The Corporation's Board of Trustees establishes the strategic direction to guide the organization. The strategic direction set for 2013–2014 took into consideration the beginning of the shift in focus from construction to a fully operational institution. The Corporation's four strategic priorities are as follows:

- Project Management – Manage and complete all aspects of the project within the approved budget.
- Inauguration - Develop world-class exhibits and programs for the Museum's 2014 inauguration and beyond.
- Bringing the Museum to Canadians – Continue efforts to ensure full accessibility of the Museum to all Canadians and engage various communities in the development of programs and activities.
- Operational Efficiency and Optimization – Manage Museum operations with continued emphasis on improved productivity, cost containment, increased efficiency and maximizing savings without compromising other strategic priorities.

Environmental Scan

Both internal and external factors affect the Corporation's ability to complete construction and develop exhibits and programs within budget, to recruit and retain a skilled and professional workforce, to attract visitors to the Museum once it has opened its doors and to fund ongoing operations. The Museum's Corporate Plan is designed to guide its continuing success in light of the following environmental factors:

Strengths and opportunities

- Shifting demographics - Major changes in Canada's demographic composition require that the Museum be accessible to all visitors;
- Education and programming environment – Growing public awareness and actions related to human rights are creating interest in the Museum's subject matter and a demand for accessible programs and resources;
- Economic environment – This period of slow economic growth and fiscal restraint is an opportunity to form strategic partnerships with others to share costs and resources to achieve mutually complementary goals;

- New media and technology – as a new entity, the Museum has the opportunity to implement the current trends in museum technology that focus on providing visitors with a seamless experience across personal devices, providing collection-rich media, making online resources readily available, engaging visitors in creating exhibits, digitizing collections and facilitating civic and social engagement; and
- Tourism – Winnipeg's tourism figures are on the rise and are predicted to continue to increase.

Risks and challenges

- Complete on schedule for the 2014 inaugural opening and within the $351 million budget – an experienced Project Director has been engaged to ensure adherence to schedule and budget;
- Retain and attract key staff integral to the development and progress of the Museum – Management has engaged team resources to maintain morale and to drive a common vision and strategy among staff;
- Meet earned and contributed revenue targets after opening and support the Friends of the CMHR to successfully complete the capital campaign – the Museum will form strategic relationships, implement multiple revenue-generation strategies and support the Friends of the CMHR's fundraising efforts; and
- Manage and/or meet the expectations of donors, collaborators and the Canadian public – the Museum will continue to engage communities and individuals and develop key collaborative relationships.

Financial Overview

The Corporation's primary capital and operating activity through 2013–2014 included completion of the Museum's base building, fit-up of the gallery spaces, exhibit planning, design and fabrication, program development, and operations and systems development and implementation. CMHR staff moved into the new building on January 6, 2014. Continued vigilance to cost management and adherence to a master project management plan will allow the Corporation to complete the capital project for inauguration in September, 2014 within the approved $351 million project budget.

Operating Budget: Overview

In establishing the CMHR as a national cultural institution and federal Crown corporation, the Government of Canada committed to provide up to $21.7 million in operating funds per year up to 2015–2016.

As the Museum transitions from construction to operations, evaluation of projected post-inauguration operating needs is ongoing. Estimates and timing of the Corporation's ongoing requirements will be affirmed through 2014–2015 as inaugural exhibits, programs, information technology infrastructure, operating systems and revenue-generating initiatives are finalized and implemented. In 2015–2016, the Museum will return for approval of future parliamentary appropriations in order to base the request on operational results.

Operating Budget: Year-End Results

To ensure operational readiness for the Museum's 2014 inauguration, the Corporation forecasted a need and received $21.7 million in total operating appropriations.

Appropriations totalling $4.7 million were not recognized in the current year as $1.5 million was used to purchase capital assets and $3.2 million was deferred for future capital asset acquisitions. This was offset by $2.5 million of prior year appropriations recognized as revenue in the current year and $0.4 million reimbursement of paylist expenditures, resulting in net Parliamentary appropriations of $19.9 million.

Revenues related to the amortization of deferred contributions from other donors were $1.5 million. This revenue is recognized on the same basis and over the same period as the amortization of the capital assets purchased with the contributions.

Total operating expenses were $21.1 million for the year ended March 31, 2014, compared to operating expenses of $13.7 million in the previous year. This increase is mainly attributable to the following:

- Museum content and program expenses increased by $2 million due to increased personnel and exhibit content development costs to complete the exhibits and programming for inauguration.
- Permanent building and temporary accommodation expenses increased by $4.8 million including a $2.4 million increase in amortization of capital assets due to the base building being put into use on January 6, 2014 and a $1.4 million increase in facility costs related to operating costs for the new building.

The Corporation finished the year in a positive operating position of $432,000.

Operating Budget: Outlook

The Corporation is limited to and forecasts appropriations of $21.7 million in 2014–2015 and 2015–2016. As per the Corporation's staffing plan, the Museum's staff complement will increase from 96 employees at March 31, 2014 to over 100 employees as the Museum continues its transition from planning and development to operations after inauguration in September, 2014. Hiring will primarily be focused in areas related to the Museum's visitor-facing areas including public programming, museum operations and security. In addition, 250 volunteers will be recruited to support the staff in providing an outstanding visitor experience.

Fabrication, installation and completion of inaugural exhibits continue to be a primary focus in 2014–2015, with professional services continuing to be required to augment staff support in areas that demand specialized expertise. Development of public and education programs will continue concurrently with the growth of the Museum's Learning and Programming department and partnerships with educational and human rights organizations both within Canada and abroad.

The Museum will allocate funds for the inauguration and expanded communications and marketing campaign in 2014–2015 to support tourism opportunities and promote other revenue-generating activities during the Museum's first year of operations.

In 2014–2015, the Museum will continue to refine its budgets for the five-year period following inauguration. Once the Museum is open and fully operational the Corporation will capture baseline data and be in a position to more accurately assess ongoing operating needs.

The Museum will continue to plan and account for factors including maintenance, capital repairs, inflation, and Payments in Lieu of Taxes (PILT) payments and will return with its plan for long-term funding in 2015–2016.

The Construction Project: Overview

With construction of the base building complete, the CMHR today stands as an architectural icon unlike any other. The focus in 2013–2014 was the fit-up of the gallery spaces and the commencement of the fabrication and installation of the exhibits.

The Audit Committee of the Board of Trustees continues to provide oversight of the capital project. With funding certainty confirmed in 2012, the capital project remains within the $351 million budget and is on schedule for inauguration in 2014.

The Construction Project: Budget

The construction of the CMHR marks the first time a national museum in Canada has been built with financial contributions from federal, provincial and municipal levels of government as well as significant support from the private sector.

In June 2012, the Government of Canada approved the use of $35 million of future years' appropriations to allow the Museum to complete the capital project and confirm its inauguration for 2014. Of these funds, $25 million was received by the Museum in 2012–2013 and the remaining $10 million was received in 2013–2014. A reduction in future operating appropriations over six years is planned to commence in 2018–2019.

In addition, $13.5 million was received from the Friends of the CMHR in 2013–2014 to fund the capital project.

A risk assessment of all remaining aspects of the capital project, as well as an externally monitored master project plan and prudent cost savings, will allow the Museum to complete the project within the approved budget of $351 million. At March 31, 2014 the base building is 99% complete. Exhibit fit-up, fabrication, installation and interior furnishings are 70% complete. The total capital project is 94% percent complete.

The base building was completed and put into use with the move of staff into the building on January 6, 2014. Accordingly, the Assets available for use increased, and the Assets under construction decreased, by $282.7 million. The balance of Assets under construction is primarily exhibit fit-up, design and fabrication still in process.

The Construction Project: Risk Mangememt

The Museum's iconic architecture, digitally based exhibits and the focus and scale of its mandate are without precedent in Canada. The inherent complexity of the Museum project presents a range of challenges that demand careful management and effective strategies to identify and mitigate risk.

A master workflow schedule, tracked and externally monitored by Stantec Consulting, details major project milestones — from base building completion to exhibit prototyping to program development — with clearly established timelines and benchmarks.

A master project management plan, developed in partnership with Graham Bird Associates, governs all aspects of Museum development beyond completion of the base building. The plan ensures major activities including exhibit fit-up, fabrication and installation, audio-visual installation, building operations and museum operational readiness are closely managed to meet both schedule and budgetary objectives. The plan sets out a critical path focused on maximizing Museum resources, identifying efficiencies and implementing needed processes to ensure operational readiness for the Museum's 2014 inauguration.

Financial Statements

Management Responsibility for Financial Statements

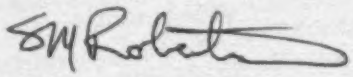
Management has prepared the financial statements contained in this Annual Report in accordance with Canadian Public Sector Accounting Standards, and the integrity and objectivity of the data in these financial statements are Management's responsibility. The financial statements include some amounts that are necessarily based on Management's estimates and judgment. Financial information presented throughout the Annual Report is consistent with the financial statements.

In discharging its responsibility for the integrity and fairness of the financial statements, Management has developed and maintains books of account, records, financial and management controls, information systems and management practices. These are designed to provide reasonable assurance as to the reliability of the financial information; that assets are safeguarded and controlled; and that transactions are in accordance with the *Financial Administration Act* and regulations as well as the *Museums Act* and regulations and the by-laws of the Corporation.

The Board of Trustees is responsible for ensuring that Management fulfills its responsibilities for financial reporting and internal control. The Board exercises its responsibilities through the Audit Committee. Three Trustees of the Corporation comprise the Audit Committee. The Audit Committee meets with Management and the independent external auditor to review the manner in which the responsibilities for financial statements are being performed and to discuss auditing, internal controls and other relevant financial matters. The Audit Committee has reviewed the financial statements with the external auditor and has approved them.

The Corporation's external auditor, the Auditor General of Canada, examines the financial statements and reports to the Minister of Canadian Heritage and Official Languages, who is accountable to Parliament for the Canadian Museum for Human Rights.

Stuart Murray
President & Chief Executive Officer



Susanne Robertson, CA
Chief Financial Officer

June 20, 2014

Auditor General of Canada
Vérificateur général du Canada

INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Heritage and Official Languages

Report on the Financial Statements

I have audited the accompanying financial statements of the Canadian Museum for Human Rights, which comprise the statement of financial position as at 31 March 2014, and the statement of operations, statement of remeasurement gains (losses), statement of changes in net assets and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

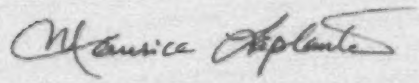
In my opinion, the financial statements present fairly, in all material respects, the financial position of the Canadian Museum for Human Rights as at 31 March 2014, and the results of its operations, its remeasurement gains and losses, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

240 rue Sparks Street Ottawa, Ontario K1A 0G6

Report on Other Legal and Regulatory Requirements

As required by the *Financial Administration Act*, I report that, in my opinion, the accounting principles in Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the Canadian Museum for Human Rights that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with Part X of the *Financial Administration Act* and regulations, the *Museums Act* and the by-laws of the Canadian Museum for Human Rights.



Maurice Laplante, CPA, CA
Assistant Auditor General
for the Auditor General of Canada

20 June 2014
Ottawa, Canada

Financial Statements

Year ended March 31, 2014

Statement of Financial Position

(In thousands of dollars)

As at March 31,	2014	2013
Assets		
Current assets:		
Cash	$ 6,996	$ 6,871
Restricted cash (note 3)	10,926	22,160
Accounts receivable (note 4)	696	1,085
Prepaid expenses and other assets	464	138
Holdback account (note 5)	1,558	11,797
	20,640	42,051
Capital assets (note 6):		
Assets available for use	290,721	8,692
Assets under construction	38,051	286,070
Total Assets	**$ 349,412**	**$ 336,813**
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities (notes 7 and 8)	$ 12,205	$ 14,717
Holdbacks payable (note 5)	1,558	11,797
	13,763	26,514
Deferred contributions (note 9)	2,117	11,320
Deferred contributions related to capital assets (note 10)	323,793	289,783
	325,910	301,103
Net assets:		
Unrestricted	4,604	4,172
Invested in capital assets (note 12)	4,979	4,979
Accumulated remeasurement gains	156	45
	9,739	9,196
Total Liabilities and Net Assets	**$ 349,412**	**$ 336,813**

Contractual obligations and Contingencies (notes 17 and 18)

The accompanying notes and schedule form an integral part of the financial statements.

Approved by the Board of Trustees:

Eric Hughes
Chair of the Board of Trustees

Lisa Pankratz
Chair, Audit Committee

Statement of Operations
(In thousands of dollars)

Year ended March 31,	2014	2013
Revenue:		
Revenues related to the amortization of deferred contributions from other donors	$ 1,527	$ -
Other income	164	92
Total revenue	1,691	92
Expenses (schedule 1):		
Museum content and program	7,619	5,612
Permanent building and temporary accommodation	7,785	2,942
Stewardship and corporate management	5,749	5,124
Total expenses	21,153	13,678
Excess of expenses over revenue before Parliamentary appropriations	(19,462)	(13,586)
Parliamentary appropriations (note 11)	19,894	14,495
Excess of revenue over expenses after Parliamentary appropriations	**$ 432**	**$ 909**

The accompanying notes and schedule form an integral part of the financial statements.

Statement of Remeasurement Gains (Losses)
(In thousands of dollars)

Year ended March 31,	2014	2013
Accumulated remeasurement gains (losses), beginning of year	$ 45	$ (303)
Unrealized gains (losses) attributable to:		
Foreign exchange	92	43
Investments	-	(110)
Amounts reclassified to the Statement of Operations:		
Foreign exchange	19	15
Amounts reclassified to deferred contributions:		
Investments	-	400
Net remeasurement gain for the year	111	348
Accumulated remeasurement gains, end of year	**$ 156**	**$ 45**

The accompanying notes and schedule form an integral part of the financial statements.

Statement of Changes in Net Assets
(In thousands of dollars)

	Unrestricted	Invested in capital assets	Accumulated remeasurement gains (losses)	Total
Net Assets, March 31, 2012	$ 3,263	$ 4,979	$ (303)	$ 7,939
Excess of revenue over expenses after Parliamentary appropriations	909	–	–	909
Net change in accumulated remeasurement gains	–	–	348	348
Net Assets, March 31, 2013	$ 4,172	$ 4,979	$ 45	$ 9,196
Excess of revenue over expenses after Parliamentary appropriations	432	–	–	432
Net change in accumulated remeasurement gains	–	–	111	111
Net Assets, March 31, 2014	**$ 4,604**	**$ 4,979**	**$ 156**	**$ 9,739**

The accompanying notes and schedule form an integral part of the financial statements.

Statement of Cash Flows
(In thousands of dollars)

Year ended March 31,	2014	2013
Operating activities:		
Cash receipts (Parliamentary appropriations)	$ 20,834	$ 19,507
Cash receipts (other income)	166	98
Cash payments to and on behalf of employees	(8,851)	(6,855)
Cash payments to suppliers	(7,574)	(4,718)
	4,575	8,032
Capital activities:		
Acquisition of assets under construction	(48,707)	(53,447)
Acquisition of assets available for use	(2,582)	(1,775)
	(51,289)	(55,222)
Investing activities:		
Proceeds from disposals and redemptions of investments	–	12,821
Revaluation of US currency	107	57
	107	12,878
Financing activities:		
Parliamentary appropriation for the acquisition of capital assets available for use	432	1,271
Government of Canada funding for assets under construction and related investment income	11,327	36,667
Contributions from non-government sources for assets under construction and related investment income	13,500	3,823
	25,259	41,761
(Decrease)/Increase in cash and cash equivalents	(21,348)	7,449
Cash, beginning of year		
Operating cash	6,871	4,972
Restricted cash	22,160	18,523
Holdback account	11,797	9,884
	40,828	33,379
Cash, end of year		
Operating cash	6,996	6,871
Restricted Cash	10,926	22,160
Holdback account	1,558	11,797
	$ 19,480	**$ 40,828**

The accompanying notes and schedule form an integral part of the financial statements.

Notes to the Financial Statements

For the year ended March 31, 2014

(In thousands of dollars, unless otherwise noted)

1(a). Authority and mandate:

The Canadian Museum for Human Rights (the "Corporation") was established through amendments to the *Museums Act* on August 10, 2008 and is a Crown corporation named in Part I of Schedule III to the *Financial Administration Act*. The Corporation is not subject to income tax under the provisions of the *Income Tax Act*.

The Canadian Museum for Human Rights, being built in Winnipeg, Manitoba, was the first national museum to be located outside of the National Capital Region at the time of its creation and the first to be constructed with funding from three levels of government and the private sector. In addition to the Government of Canada, funding for the Capital Project (building and exhibits) is provided by the Province of Manitoba, the City of Winnipeg, and the Friends of the Canadian Museum for Human Rights (representing mostly private sector donors). A Definitive Agreement, setting forth the terms, provisions and conditions for the parties' undertakings, including the transfer of land, was signed by all parties on February 1, 2008. The Canadian Museum for Human Rights reports to Parliament through the Minister of Canadian Heritage and Official Languages.

The mandate, as stated in the amendments to the *Museums Act*, is as follows:

> *"to explore the subject of human rights, with special but not exclusive reference to Canada, in order to enhance the public's understanding of human rights, to promote respect for others and to encourage reflection and dialogue."*

1(b). Operations:

The operations of the Corporation are divided into three mutually supportive activities which work together to meet all aspects of its mandate. These activities and their respective descriptions are:

Museum Content and Program:

That the Museum's content and programming is objective, innovative and accessible and affects the way people think and behave towards the rights of others, and that it is developed through ongoing community engagement.

Permanent Building and Temporary Accommodation:

That all aspects of the Building Construction Project are managed in a fiscally sound, transparent and accountable manner, ensuring environmental stewardship and employing effective project and risk-management practices throughout.

Stewardship and Corporate Management:

That the Museum adopts sound and efficient governance and stewardship practices that facilitate the alignment of resources with priorities and full accountability and transparency to Canadians for results; the Museum recruits and retains the necessary human resources both for the start-up and the longer-term; and the Museum supports the Friends' fundraising campaign to assist with capital costs in the short term and to support programming and other activities within the Museum in the long-term.

2. Significant accounting policies:

(a) Basis of presentation:

These financial statements have been prepared in accordance with the 4200 series of the CanadianPublic Sector Accounting Standards (PSAS) for government not-for-profit organizations. The Corporation applies the deferral method of accounting for contributions for not-for-profit organizations.

(b) Financial assets and financial liabilities:

Cash, restricted cash and the holdback account are classified in the fair value category. Changes in fair value of financial assets are recognized through the Statement of Remeasurement Gains (Losses) as determined by reference to their quoted bid price at the reporting date. Any realized gains and losses are recognized on the Statement of Operations.

Accounts receivable and accounts payable and accrued liabilities are classified in the cost category. They are recorded at cost.

(c) Capital assets:

Property and equipment owned by the Corporation are valued at cost, net of accumulated amortization. When the construction of a capital asset is completed, it is transferred from assets under construction to the appropriate capital asset. Component classification is applied and amortization is calculated using the straight-line method, over the estimated useful lives of assets or components as follows:

Asset	Useful Life
Building:	
Base	40 years
Electrical	20 years
Mechanical	20 years
Computer equipment, hardware and software	3 to 5 years
Leasehold improvements	Lesser of term of lease and 5 years
Furniture and equipment	3 to 10 years
Films	2 to 3 years
Website development	2 to 5 years

(d) Employee future benefits:

i) **Pension Benefits:**
Substantially all of the employees of the Corporation are covered by the Public Service Pension Plan (the "Plan"), a contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the Corporation to cover current service cost. Pursuant to legislation currently in place, the Corporation has no legal or constructive obligation to pay further contributions with respect to any past service or funding deficiencies of the Plan. Consequently, contributions are recognized as an expense in the year when employees have rendered service and represent the total pension obligation of the Corporation.

ii) **Sick leave benefits:**
The Corporation provides sick leave benefits for employees that accumulate but do not vest. The cost of the accrued benefit obligations related to sick leave entitlement earned by employees is determined by Management's best estimate considering assumptions based on employee demographics and sick leave usage of active employees.

iii) **Maternity/Parental benefits:**
Employees are entitled to maternity/parental benefits as provided for under labour contracts and conditions of employment. The cost of these benefits is event driven. Management determined the accrued benefit obligation using a method based upon assumptions and best estimates relating to maternity/parental leave.

(e) Revenue recognition:

i) **Parliamentary appropriations:**
The Government of Canada provides funding to the Corporation through Parliamentary appropriations.

ii) **Assistance from other governments:**
Funding may be provided by various levels of government, other than the Government of Canada.

iii) **Donations:**
Donations are comprised of contributions received from non-government entities that are not part of the federal government reporting entity, such as individuals, foundations and corporations.

Parliamentary appropriations that are not restricted to a specific purpose are recognized as revenue on the Statement of Operations in the year for which the appropriation is authorized.

Assistance from other governments and donations that are not restricted to a specific purpose are recognized as revenue on the Statement of Operations when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Appropriations, assistance from other governments and donations which are explicitly or implicitly restricted for the purchase of capital assets subject to amortization are deferred and recognized as revenue on the same basis and over the same periods as the related capital assets acquired.

Appropriations and contributions received from other governments and donations that are restricted for use are recorded in Deferred contributions and are transferred to Deferred contributions related to capital assets as the funds are used for the Capital Project.

Revenues restricted for specific purposes are deferred on the Statement of Financial Position and recognized as revenue on the Statement of Operations in the year in which the related expenditures are recognized.

Restricted investment income is recognized as income in the Statement of Operations in the year that the related expenditures are recognized.

iv) Contributions-in-kind:

Contributions-in-kind are recognized as revenue on the Statement of Operations when the fair value can be reasonably estimated and the services and goods are used in the normal course of business and would otherwise have been purchased. Contributions-in-kind related to capital assets subject to amortization are recorded as deferred contributions related to capital assets on the Statement of Financial Position. Contributions-in-kind related to capital assets not subject to amortization are recorded as net assets invested in capital assets on the Statement of Financial Position.

Contributions-in-kind are recorded at the fair value of the asset received.

(f) Expenses:

An expense that contributes directly to an activity as described in note 1(b) is allocated fully to that activity. Certain expenses contribute to more than one activity and are allocated based on the estimated time spent on each activity.

(g) Foreign exchange:

Monetary assets and liabilities denominated in US dollars are translated into Canadian dollars using the exchange rate at the Statement of Financial Position date. Foreign exchange is recorded on US dollar denominated transactions at the noon exchange rate on the invoice payment date.

Realized foreign currency gains and losses are recorded in Other income on the Statement of Operations.

Unrealized foreign currency gains and losses on monetary assets are recorded on the Statement of Remeasurement Gains (Losses).

(h) Friends of the Canadian Museum for Human Rights:

The Corporation and the Friends of the Canadian Museum for Human Rights ("Friends of CMHR") are related by virtue of the Corporation's significant influence over the Friends of CMHR. The Friends of CMHR is a separate legal entity, with a mandate to seek and obtain major donations to support the Corporation's mandate and assist in achieving the Corporation's vision. The financial statements of the Friends of CMHR have been audited but have not been consolidated in the Corporation's financial statements.

(i) Contingent liabilities:

In the normal course of its operations, the Corporation may become involved in various claims or legal actions. Some of these potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, a liability will be accrued and an expense recorded in the Corporation's financial statements.

(j) Measurement uncertainty:

The preparation of financial statements in accordance with Canadian Public Sector Accounting Standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of income and expenses for the year. Accrued liabilities, contingent liabilities, and estimated useful lives of capital assets are the most significant items where estimates are used. Actual results could differ significantly from those estimates. These estimates are reviewed quarterly and as adjustments become necessary, they are recorded in the financial statements in the period which they become known.

(k) Services received without charge:

The Corporation receives audit services free of charge from the Office of the Auditor General of Canada. These services are not recorded in the financial statements.

3. Restricted cash:

Restricted cash is restricted for use in the Capital Project and arise from contributions received from non-government entities, assistance from other governments and Parliamentary appropriations.

March 31,	2014			2013	
	Cost	Unrealized gains	Fair value	Cost	Fair value
Restricted cash	$ 10,834	$ 92	$ 10,926	$ 22,150	$ 22,160

The change in restricted cash is comprised of the following:

Year ended March 31,	2014	2013
Balance, beginning of year	$ 22,160	$ 31,454
Add contributions received during the year	24,000	38,864
Add deferred Parliamentary appropriations	3,194	5,806
Change in deferred bond interest receivable	–	157
Add deferred interest income	160	315
Less deferred realized loss on investments	–	(400)
Add unrealized gain on cash	82	44
Add unrealized gain on investments	–	289
Less amounts used to purchase capital assets	(38,670)	(54,369)
Balance, end of year	$ 10,926	$ 22,160

4. Accounts receivable:

March 31,	2014	2013
Contributions due from Friends of CMHR	$ –	$ 500
Refundable taxes	424	447
Government appropriations	243	101
Other	29	37
	$ 696	$ 1,085

The carrying amounts of the Corporation's accounts receivable approximate their fair values due to their short term nature.

5. Holdback account and holdback payable:

Year ended March 31,	2014	2013
Balance, beginning of year	$ 11,797	$ 9,884
Additions for the year	1,773	3,988
Holdback paid during year	(11,807)	(2,075)
Interest paid during the year	(205)	–
Balance, end of year	$ 1,558	$ 11,797

In accordance with the construction contract for the Museum building and the *Builder's Lien Act* of Manitoba, the Corporation is required to holdback 7.5% of progress billings. These amounts are restricted in nature and recorded as an asset and liability. The restricted funds will be paid out upon certified

completion of the subcontracts in accordance with the *Builder's Lien Act* of Manitoba. The total holdback cash account balance and related liability at March 31, 2014 was $1.6 million (2013 – $11.8 million), of which $1.6 million (2013 – $11.8 million) is current. The base building holdback of $11.8 million as of March 31, 2013, the substantial completion date, was paid out during the year. As of March 31, 2014 the holdback relates to the seasonal aspects of the base building and exhibit fit up construction.

6. Capital assets:

	Cost March 31, 2013	Additions (Transfers)	Disposals	Cost March 31, 2014
Land	$ 4,979	$ –	$ –	$ 4,979
Building				
Base	–	234,671	–	234,671
Electrical	–	20,566	–	20,566
Mechanical	–	27,493	–	27,493
Computer equipment, hardware and software	4,274	1,466	59	5,681
Leasehold improvements	563	–	–	563
Furniture and equipment	274	825	–	1,099
Films	–	61	–	61
Website development	57	–	–	57
Sub-total – Assets available for use	10,147	285,082	59	295,170
Assets under construction	286,070	(248,019)	–	38,051
	$ 296,217	$ 37,063	$ 59	$ 333,221

	Accumulated amortization March 31, 2013	Amortization expense	Disposals	Accumulated amortization March 31, 2014
Land	$ -	$ -	$ -	$ -
Building				
Base	-	1,388	-	1,388
Electrical	-	244	-	244
Mechanical	-	325	-	325
Computer equipment, hardware and software	705	979	-	1684
Leasehold improvements	563	-	-	563
Furniture and equipment	130	58	-	188
Films	-	-	-	-
Website development	57	-	-	57
Sub-total - Assets available for use	1,455	2,994	-	4,449
Assets under construction	-	-	-	-
	$ 1,455	$ 2,994	$ -	$ 4,449

	Net book value March 31, 2013	Net book value March 31, 2014
Land	$ 4,979	$ 4,979
Building		
Base	-	233,283
Electrical	-	20,322
Mechanical	-	27,168
Computer equipment, hardware and software	3,569	3,997
Leasehold improvements	-	-
Furniture and equipment	144	911
Films	-	61
Website development	-	-
Sub-total - Assets available for use	8,692	290,721
Assets under construction	286,070	38,051
	$ 294,762	$ 328,772

On April 15, 2009, the Corporation acquired land for the Museum project from the City of Winnipeg and The Forks Renewal Corporation. The ownership of land reverts back to the City of Winnipeg and The Forks Renewal Corporation should the land no longer be used for the purposes of the Museum, or such other purposes as approved by the previous owners. The Corporation's Management estimated that the Museum's river-front parcel should be valued at $4.9 million plus related legal costs based on the information provided by an independent market evaluation.

The building was rendered ready to provide services when the Corporation moved into the building on January 6, 2014. At this point, costs related to the building design and construction previously recorded as assets under construction were transferred to the appropriate capital asset and components classification, and amortization commenced based on the estimated useful life.

The amortization expense for the year ended March 31, 2014 is $2,994 (2013 - $565).

Assets under construction represent costs incurred for the development and construction of the Capital Project. The assets under construction are comprised of the following costs incurred to date:

March 31,	2014	2013
Building design and construction	$ 726	$ 276,081
Exhibit fit up, design and fabrication	36,529	9,709
Website development (Version 3)	371	195
Enterprise Content Management System	425	85
	$ 38,051	$ 286,070

7. Accounts payable and accrued liabilities:

March 31,	2014	2013
Assets under construction accounts payable	$ 6,343	$ 11,310
Other	5,862	3,407
	$ 12,205	$ 14,717

Public Works and Government Services Canada (PWGSC) and the City of Winnipeg are presently negotiating the amount of annual Payments in Lieu of Taxes (PILT) to be payable by the museum. Management has recognized an estimated amount for 2014 in its accrued liabilities which is based on information available at the time of the preparation of the financial statements.

The carrying amounts of accounts payable and accrued liabilities approximate their fair values due to their short term nature.

8. Employee future benefits:

(a) Pension benefits:

Substantially all of the employees of the Corporation are covered by the Public Service Pension Plan (the "Plan"), a contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the Corporation. The President of the Treasury Board of Canada sets the required employer contributions based on a multiple of the employees' required contribution. The general contribution rate for employees effective at March 31, 2014 was 6.7% (2013 - 6.3%). Total contributions of $785 were recognized as an expense for the year ended March 31, 2014 (2013 - $693).

Due to the *Jobs and Growth Act, 2012*, important changes were made to the Plan. These changes include: contribution rates for current service for all active and future Plan members were increased gradually starting January 2013 with the objective of reaching a more balanced cost-sharing ratio for employer/employee contribution of 50:50 over time; and the normal retirement age and other age related thresholds for new employees who began participating in the Plan on or after January 1, 2013 were raised from age 60 to 65.

The Government of Canada holds a statutory obligation for the payment of benefits relating to the Plan. Pension benefits generally accrue up to a maximum period of 35 years at an annual rate of 2 percent of pensionable service times the average of the best five consecutive years of earnings. The benefits are coordinated with Canada/Québec Pension Plan benefits and they are indexed to inflation.

(b) Sick leave and maternity/parental benefits:

The Corporation provides sick leave benefits for employees that accumulate but do not vest. The cost of the accrued benefit obligations related to sick leave entitlement earned by employees is determined using Management's best estimates considering assumptions based on employee demographics and sick leave usage of active employees.

The Corporation provides maternity/parental benefits for benefits as provided for under labour contracts and conditions of employment. The cost of the accrued benefit obligations related to maternity/parental entitlement earned by employees is determined using Management's best estimates.

Information about the plans, measured as at year end, is as follows:

Year ended March 31,		**2014**		**2013**
Accrued benefit obligations, beginning of the year	$	98	$	193
Cost of benefits related to the year		311		70
Benefits paid during the year		(270)		(165)
Accrued benefit obligations, end of the year	$	139	$	98

9. Deferred contributions:

Deferred contributions recorded by the Corporation are as follows:

March 31,	2014	2013
Deferred contributions restricted for the purchase of capital assets	$ 2,117	$ 11,320

Changes in the deferred contributions balance during the year were as follows:

Year ended March 31,	2014	2013
Balance, beginning of year	$ 11,320	$ 23,691
Additions:		
Government of Canada appropriations[1]	10,000	25,000
Government of Canada appropriations re-profiled from 2011–2012	–	10,000
Restricted deferred Parliamentary appropriations	3,194	5,806
Non-government and other government sources	13,500	3,864
Deferred investment income (loss)	160	(85)
	26,854	44,585
Deductions:		
Amounts transferred to deferred contributions related to capital assets	(34,973)	(56,729)
Amounts recognized as revenue	(1,084)	(227)
	(36,057)	(56,956)
Balance, end of year	$ 2,117	$ 11,320

1 In June 2012, the Government of Canada approved the use of $35 million of future years' operating and capital appropriations, of which $25 million was authorized for 2012–2013 and $10 million for 2013–2014. The Corporation plans to decrease its level of appropriations over six years commencing in 2018–2019.

10. Deferred contributions related to capital assets:

Changes in the deferred contributions related to capital assets are composed of:

Year ended March 31,	2014	2013
Balance, beginning of year	$ 289,783	$ 230,470
Amounts transferred from deferred contributions	34,973	56,729
Government contributions:		
Other Government of Canada assistance	1,539	2,427
Non-government contributions:		
Capital contributions-in-kind from Friends of CMHR	369	722
Capital contributions-in-kind from the City of Winnipeg	123	-
Amortization of deferred contributions related to capital assets available for use	(2,994)	(565)
Balance, end of year	$ 323,793	$ 289,783

11. Parliamentary appropriations:

Year ended March 31,	2014	2013
Main estimates amount provided for operating and capital expenditures	$ 21,700	$ 21,700
Reimbursement of paylist expenditures	376	236
Total Parliamentary appropriations approved in year	22,076	21,936
Less current year Parliamentary appropriations not recognized as revenue:		
Restricted for capital asset acquisitions (deferred contributions)	(3,194)	(5,806)
Amounts used to purchase capital assets	(1,539)	(2,427)
Add prior year Parliamentary appropriations recognized as revenue in the current year:		
Amortization of deferred contributions related to capital assets available for use	1,467	565
Restricted amounts used in current year	1,084	227
	$ 19,894	$ 14,495

12. Net assets invested in capital assets:

The net investment in capital assets consists of the land donated by the City of Winnipeg and The Forks Renewal Corporation as follows:

March 31,	2014	2013
Capital assets	$ 328,772	$ 294,762
Less amounts financed by deferred contributions related to capital assets	(323,793)	(289,783)
	$ 4,979	$ 4,979

13. Friends of the Canadian Museum for Human Rights:

The Friends of CMHR raise funds from individuals, foundations, governments and corporations to support the Capital Project for the Corporation. Friends of CMHR are responsible for funding its operating expenditures through private sector donations and other revenue. Upon completion of the Museum building, the Corporation licensed space and services including security, janitorial, information technology support and other services and amenities at a fee of $1.00 per annum. For the year ended March 31, 2014, indirect administrative support costs of approximately $0.2 million were incurred by the Corporation (2013 – $0.1 million). The amounts contributed to the Corporation by the Friends of CMHR are recorded as Deferred contributions on the Statement of Financial Position and are transferred to Deferred contributions related to capital assets as the funds are used for the Capital Project. Contributions from Friends of CMHR that are restricted for a specific purpose will be deferred and recognized as the related expenditures are incurred. Unrestricted contributions will be recognized as revenue in the year received.

14. Financial risk management:

The Corporation has exposure to the following risks from its use of financial instruments: credit risk, market risk and liquidity risk. These risks have no significant impact on the Corporation's financial statements. There has been no change to the level of risk as compared to the prior year as well as no change in risk management practices used to manage risks.

The Audit Committee's mandate includes ensuring that the Corporation has identified its major risks and ensures that management monitors and controls them. The Board oversees the Corporation's systems and practices of internal control, and ensures that these controls contribute to the assessment and mitigation of risk.

(a) Credit risk:

Credit risk is the risk of financial loss to the Corporation if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Such risks arise principally from certain financial assets held by the Corporation consisting of restricted cash, cash, holdback account as well as accounts receivable.

The maximum exposure to credit risk of the Corporation at March 31, 2014 is the carrying value of these assets.

i) Accounts receivable:
The Corporation is exposed to credit risk from customers in the normal course of business. Concentration of credit risk with respect to receivables is limited, due to the small value of transactions with clients other than Government departments. The Corporation's accounts receivable balance as at March 31, 2014 is comprised mainly of refundable GST due from the Government of Canada which is current. No allowance for doubtful accounts has been recorded by the Corporation as at March 31, 2014.

ii) Cash and holdback account:
The Corporation manages its credit risk surrounding cash by dealing solely with reputable banks and financial institutions, and utilizing an investment policy approved by the Board of Trustees to guide their investment decisions. At March 31, 2014, the Corporation only held cash.

(b) Market risk:

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates will affect the Corporation's income or the value of its holdings of financial instruments. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing return. At March 31, 2014, the Corporation did not have any material interest rate or other price risks.

i) Currency risk:
The Corporation's financial assets and liabilities are in Canadian dollars which is the functional currency of the Corporation. Foreign exchange risk may arise from certain contracts related to the Capital Project which may be denominated in foreign currencies, specifically the US dollar. At March 31, 2014 the Corporation did not have any material foreign currency risks.

Although management monitors exposure to such fluctuations, it does not employ any external hedging strategies to counteract the foreign currency fluctuations. The effect of fluctuations in foreign exchange rates on the financial statements is insignificant.

(c) Liquidity risk:

Liquidity risk is the risk that the Corporation will not be able to meet its financial obligations as they become due.

The Corporation manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Corporation's reputation.

At March 31, 2014, the Corporation had cash and restricted cash of $17.9 million (2013 - $29.0 million) and current portion of holdback account asset of $1.6 million (2013 - 11.8 million).

The maturities of the Corporation's financial liabilities at March 31, 2014 are estimated by management to be as follows:

Accounts payable and accrued liabilities	$12.2 million	Due within 1 year
Current portion holdback account	$1.6 million	Due within 1 year

(d) Fair value measurement hierarchy:

All financial instruments must be classified in accordance with the significance of the inputs used in making fair value measurements. The fair value hierarchy prioritizes the valuation techniques used to determine the fair value of a financial instrument based on whether the inputs to those techniques are observable or unobservable:

i) Level 1 - Financial instruments are considered Level 1 when valuation can be based on quoted prices in active markets for identical assets and liabilities.

ii) Level 2 - Financial instruments are considered Level 2 when they are valued using quoted prices for similar assets and liabilities, quoted prices in markets that are not active, or models using inputs that are observable.

iii) Level 3 - Financial instruments are considered Level 3 when their values are determined using pricing models, discounted cash flow methodologies or similar techniques and at least one significant model assumption or input is unobservable.

All of the Corporation's financial assets and liabilities presented as fair value are classified as Level 1-quoted prices (unadjusted) in active markets for identical assets or liabilities. There were no transfers between levels for the year ended March 31, 2014.

15. Related party transactions:

The Corporation is related to the Friends of the Canadian Museum for Human Rights Inc. (as disclosed in note 13) and all Government of Canada departments, agencies and Crown corporations. The Corporation enters into transactions with these entities in the normal course of business.

These transactions are measured at the fair value amount, which is the amount of consideration established and agreed to by the related parties. The Corporation incurred expenses totaling $3.2 million for personnel costs and facilities and recorded revenue of $21.4 million from related parties for the year ended March 31, 2014 (2013 – $1.5 million and $14.5 million, respectively).

The Corporation incurred expenses totaling $1.2 million for personnel costs for the Board of Trustees and Senior Management for the year ended March 31, 2014 (2013 – $0.8 million). These transactions are recorded at fair value.

As at March 31, 2014 the Corporation recorded the following amounts on the Statement of Financial Position for transactions with related parties:

March 31,	2014	2013
Accounts receivable	$ 667	$ 1,048
Prepaid expenses and other assets	–	36
Accounts payable and accrued liabilities	1,837	126
Deferred contributions	2,117	11,320
Deferred contributions related to capital assets	265,343	231,456

The Corporation recorded cash contributions for the Capital Project from related parties of $26.7 million for the year ended March 31, 2014 (2013 – $44.7 million). These amounts are included in Deferred contributions and Deferred contributions related to capital assets on the Statement of Financial Position.

16. Allocation of Expenses:

Corporate communication, general support services and information technology department expenses of $2.9 million (2013 – $1.1 million) have been allocated as follows:

Year ended March 31,	2014	2013
Museum content and program	$ 1,276	$ 572
Permanent building and temporary accommodation	340	–
Stewardship and corporate management	1,276	572
	$ 2,892	$ 1,144

17. Contractual obligations:

As at March 31, 2014, the Corporation had entered into long-term contracts for equipment and services with a remaining value of $3.5 million (2013 - $4.1 million). As of March 31, 2014, the Corporation had also entered into long-term contracts for $304.4 million (2013 - $278.9 million) relating to construction services for the Capital Project which had a remaining commitment of $6.8 million (2013 - $11.6 million).

The future minimum payments for both construction and operational contracts are as follows:

2014-2015	$	8,411
2015-2016		1,059
2016-2017		785
2017-2018		83
2018-2019		-
	$	10,338

18. Contingencies:

There are no outstanding claims against the Corporation and no amount has been included in the Statement of Financial Position as at March 31, 2014.

Schedule 1 - Expenses

Year ended March 31,		**2014**		**2013**
Personnel costs	$	9,056	$	6,800
Amortization of capital assets		2,994		565
Facilities		2,940		1,576
Professional and special services		2,433		2,217
Office supplies and administration		1,410		994
Exhibit content development		1,291		633
Marketing and promotion		414		316
Computers and furniture		370		284
Travel		245		293
Total expenses	$	21,153	$	13,678

Our environmental responsibility

We are committed to sustainable and responsible decisions that minimize our environmental footprint. Our Annual Report is no exception. Paper was chosen based on its impact on the environment.

To reduce the volume of waste, we have printed a limited number of annual reports. Please visit our website at www.humanrights.ca to view the report online.

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